



Treasury and Policy Board

**2001-2002
Business Plan**

TREASURY and POLICY BOARD

Background

Treasury and Policy Board (TPB) is the central planning agency of the Government of Nova Scotia. Staff provide support to the Treasury and Policy Board, a committee of the Executive Council.

TPB's role is to promote good decision making through well co-ordinated policy, financial, and communications planning across government.

While some features are similar to its predecessor, the Priorities and Planning Secretariat, this newly created entity has a broader mandate. Policy and financial planning functions are being enhanced to fulfill government's commitment to improve accountability in funded departments and agencies.

Mission

To ensure that the fiscal and policy decisions of the public service are planned, communicated and implemented in a way that reflects the priorities of government and inspires confidence in the people of Nova Scotia.

Goals

1. Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.
2. Improve communication between government and the public service.
3. Improve accountability of government, including third party entities.
4. Strengthen the corporate leadership of the public service.
5. Improve the integration of policy and budgeting.
6. Improve systems, processes and procedures required for effective and efficient administration of government.

Core Businesses

Strategic Planning - Assisting the Executive Council to develop and communicate its strategic agenda, through the identification and evaluation of the issues and trends, development and analysis of corporate and issue-specific policies, horizontal policy integration and liaison with the Public Service.

Support Cabinet and Treasury and Policy Board - Managing the paperflow to and from Treasury and Policy Board, developing the TPB agenda and providing a critical analysis of proposals as background to the decision-making process.

Ensuring Accountability - Developing processes and procedures to ensure accountability for use of resources by departments and government entities.

Integrating Policy Decisions and Resource Allocations - Developing and implementing processes to link expenditure allocations with policy direction and priorities. Includes analysing and advising on department and agency budgets to ensure that allocations support policy.

Effective Administration of Government: Establishing administrative standards and processes to support the operations of government, advising on government structure and programs, analysing best practices and recommending their adoption.

Priorities

Goal 1 - Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.

- Develop a revised process for submission and analysis of policy proposals, requests for resources, and other transactions to TPB and Cabinet, in order to ensure that the Executive Council receives full and comprehensive advice and quality analysis of proposals.
- Encourage departments to identify the data required to better support decision making and implement systems for their collection, monitoring and reporting.
- Conduct ongoing environmental scanning, to proactively identify trends and issues and to assist the Executive Council in ongoing strategic planning
- Support the Legislation Committee by reviewing legislation proposals to ensure that they are consistent with policy direction.
- Initiate corporate policy projects and facilitate horizontal policy development.

Goal 2 - Improve communication between government and the public service.

- Implement a corporate issues project tracking system to provide an improved ability to plan, track and share information.
- Develop a more proactive relationship with departments in order to better encourage corporate policy development and to ensure the efficient use of resources on objectives that are consistent with government's agenda.
- Better communicate government's plans and progress in key priority areas to departments, Agencies, Boards and Commissions and Crown Corporations.

Goal 3 - Improve accountability of government, including third party entities.

- Extend the accountability framework to public sector entities by developing clearer governance structures, new systems for reporting and monitoring, and consistent administrative policies.
- Track implementation of Cabinet and TPB decisions and develop new reporting processes to advise Cabinet on the implementation of policies, projects, and expenditures .
- Focus on results when providing directions to agencies, boards, commissions, departments.
- Develop and implement an Outcome Measures and a reporting system for government.
- Develop performance contracts for senior officials.

Goal 4 - Strengthen the corporate leadership of the public service.

- Plan and support initiatives to develop a high quality leadership cadre in the public services.
- Research, develop and model a set of public service values for the public service of Nova Scotia.
- Develop programs, including those to communicate corporate good news stories and illustrate successful and innovative ideas, to improve morale and build pride within those employed in the Public Service.

Goal 5 - Improve the integration of policy and budgeting.

- In consultation with the Department of Finance, develop processes to better integrate budgeting, policy development and business planning processes, for the annual budget process and throughout the year.
- In consultation with the Department of Finance, develop and implement an annual planning and budgeting calendar that provides for earlier decisions and to allow other entities to integrate these decisions into their processes.
- Continue working with Communications Nova Scotia on clear, consistent communications on planning and budgeting, so that all stakeholders better

understand the planning and budgeting process.

Goal 6 - Improve systems, processes and procedures required for effective and efficient administration of government.

- Update and improve government administrative processes and procedures, and incorporate these into revised and current Management Manuals for easy distribution to departments and staff.
- Support a regulatory business environment that promotes economic prosperity by working with departments to eliminate unnecessary regulations.
- Lead the development of a revised program inventory for use as a decision making tool in providing services to citizens and providing resources to support these services. This includes that development of cost-allocation methodologies and new reporting systems.
- Conduct research into best practices in researching, implementing and monitoring new and creative means of providing government services.

Budget Context

Treasury and Policy Board Budget	2000-01	2001-02
TOTAL	\$1.8 M	\$2.4 M

This increase includes \$365,000 transferred from the Department of Finance to cover the budget division staff moving to TPB.

Outcomes and Outcome Measures

See: Attachment A

Highlights from Human Resources

TPB's new structure is designed to accommodate government's desire for better co-ordinated policy, financial and communications planning. New positions will be added to improve corporate policy development; to better integrate resource allocations with implementation of policy priorities; and to improve accountability in government-funded departments and agencies.

In keeping with the principles and values of TPB, all civil service positions will be filled through competition. TPB will also offer some secondment opportunities for staff in departments or agencies to perform the functions of an existing position or to accomplish a special project.

TPB is committed to supporting the growth and development of employees through effective performance management. This includes employee development and training plans. Some employees will be asked to lead teams and mentor newcomers.

Staff will also be strengthening working relationships with departments in order to improve corporate policy development and budget planning.

Highlights from Information Technology

We will promote the effective use of technology to achieve the business priorities of the Treasury and Policy Board by undertaking the following:

- ▼ Assess requirements and implement the processes to support internal tracking of OICs, Cabinet items, correspondence, Cabinet decisions, including identification of new technology solution(s) to meet business requirements.
- ▼ Implement a Corporate Project Tracking System.
- ▼ Position the Treasury and Policy Board for transition to a corporate shared services model of delivery of infrastructure (network, help desk and desk top support) services.
- Safeguard and promote a stable technical infrastructure.

Highlights from Financial Services

The role of the Financial Services Division of the Corporate Services Unit is to provide day-to-day managing of accounting transactions and to provide financial planning advice and analysis to support business decisions within our client departments.

During 2001-02 the following key initiatives will be undertaken to support Treasury and Policy Board:

- ▼ Meet the department's needs for financial analysis in business case development, user fee recoveries, program costing analysis, cost/benefit analysis, business planning, estimate and forecast planning and other projects.
- ▼ Continue to streamline/ensure efficiency of financial procedures and processes within Treasury and Policy Board in compliance with PSAB government accounting guidelines.
- ▼ Contribute to efforts to revise financial management accounting policies to promote accountability.
- ▼ Continue using the Asset Management Module of the Corporate Financial

Management System (CFMS/SAP) in accordance with the corporate Tangible Capital Assets Policy. Ensure appropriate and accurate recording of capital assets resulting in information that will increase efficiency in the management of capital assets.

Attachment A - Outcome Measures Template

Goal 1 - Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.

Outcomes	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
Quality information and advice to the Executive Council and TPB	Clients satisfied with activities.	Satisfaction of departmental and agency clients with TPB office activities.	Baseline data to be developed - 2001. Target will be to increase level.	- Conduct ongoing environmental scanning to proactively identify issues. - Develop and maintain an inventory of issues, policies, initiatives and successes. - Encourage horizontal policy integration. - Develop level of expertise in policy fields. - Streamline the paper flow from departments via TPB office to Executive Council. - Encourage departments to conduct a comprehensive, systematic internal review including policy, fiscal and communication to be reviewed by the senior management team prior to formal submission to TPB.

Goal 2 - Improve communication between government and the public service.

Outcomes	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
Department/ agency staff aware of government priorities.	Proposed policy initiatives address government priorities.	Regular and proactive TPB staff contact with Departments. Measure via number of regular meetings between TPB staff and department/agency management.	Baseline data to be developed - 2001. Target will be to increase baseline level by 20% by end of target period	- Work closely with departments and agencies. - Restructure the TPB staff into portfolio teams assigned to departments/agencies. - Work closely with their departmental senior management team counterparts. - Highlight the importance of communications, messaging and consistency.

Goal 3 - Improve accountability of government including third party entities.				
Outcomes	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
More open and accountable Government	Level of business planning and performance reporting	Number of Departments, CCs, PSVs and third party entities preparing business plans and reporting documents.	100% of entities prepare annual business plans and reporting documents.	- Develop clear governance structures, reporting and monitoring systems. - Track implementation of decisions, new reporting processes to Cabinet. - Develop and implement an outcome measures reporting system.
Goal 4 - Strengthen the corporate leadership of the public service.				
Outcomes	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
High quality public service leadership cadre.	Good management practices at senior levels	% of senior officials with Performance Management agreements.	100%	- Model a set of public service values - Work with the Public Service Commission to foster comprehensive Professional Development Programs to develop good leadership, professionalism and skill development. - Encourage a culture where innovative ideas are embraced. - Develop mechanisms to encourage results, reward achievements and consequences for non-performance.
Goal 5 - Improve the integration of policy and budgeting.				
Outcomes	Indicator	Measure	Target-2004/05	Strategies to Achieve Target
Resource allocations are appropriately matched to implementation of Government plans and priorities	Are planned results achieved, budget targets met?	Departmental forecasts compared to estimates.	Forecast to estimate ratio = 1, priorities successfully accomplished	- Develop an improved expenditure management and planning system. - Develop a planning and budgeting calendar. - Review and improve the program inventory.

Goal 6 - Improve systems, processes and procedures required for the effective and efficient administration of government.

Outcomes	Indicator	Measure	Target- 2004/05	Strategies to Achieve Target
Improved management and administration of government.	Level of application of standard systems, processes and procedures across Government	Degree of compliance with policies/procedures as established by manuals.	100%	- Revise, publish and maintain the management manuals (i.e. Management Guide; Budgeting and Financial Management; Common Services). - Identify and eliminate redundant or unnecessary regulations (that negatively impact business). - Establish a framework or set of guidelines which will allow for the ongoing review of business impact regulations (existing and proposed).